

Combined Arms Center – Knowledge

CAC-K: Adjusting Boundaries

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31 Oct 2008



US ARMY COMBINED ARMS CENTER

There's lots of Captured Knowledge around Fort Leavenworth



Example: Lansing State Prison



Should this be CAC-K?



Lewis & Clark Center – Home of the Command & General Staff College





Or should this be CAC-K?



A MultiNational Web Conference.



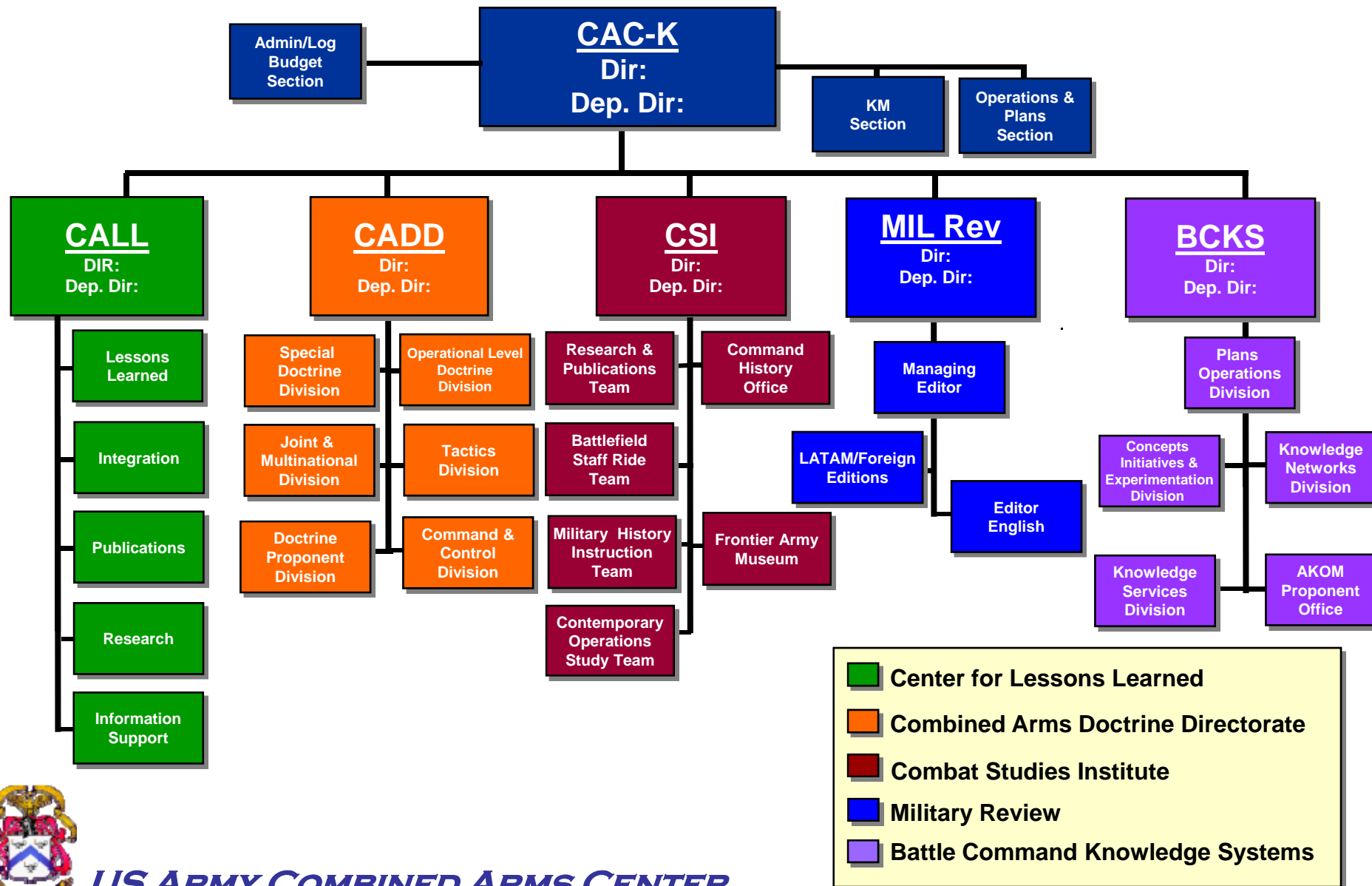
We're still searching for solutions.



We'll go to great lengths to find answers.



CAC-K Organization



How we could see ourselves.



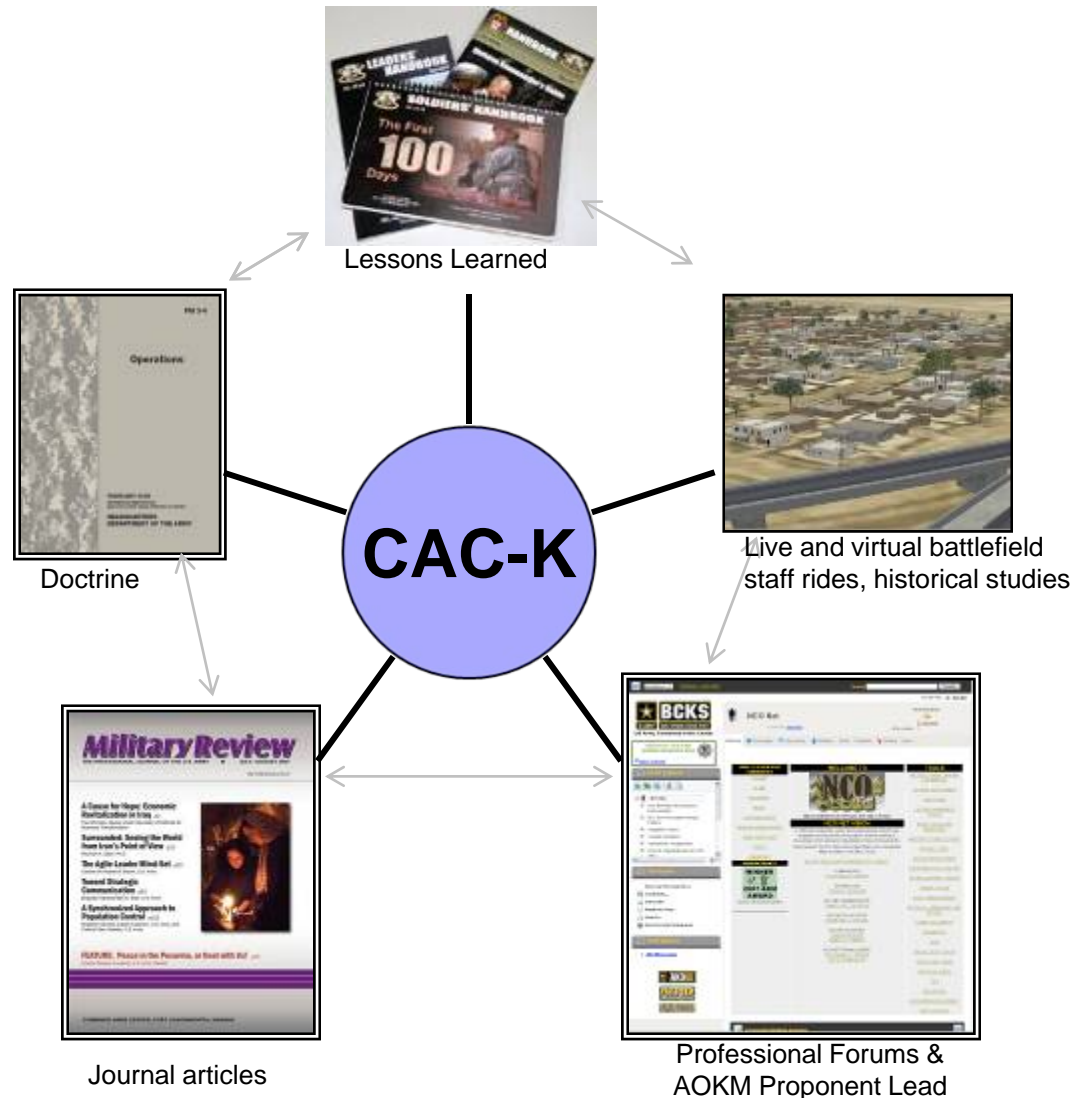
A Networked Hierarchy.





Combined Arms Center – Knowledge

Integrates knowledge products and services at CAC.



BCKS provides KM expertise and services



Schofield Hall – Home of the Battle Command Knowledge Center



BCKS: From Forums to AOKM Proponent

Professional Forums



Digital Storytelling



KM Training



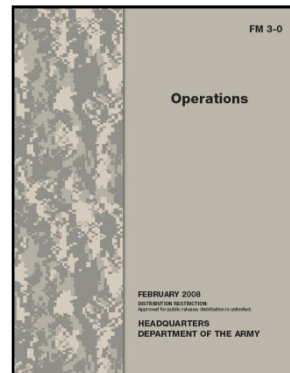
Knowledge Portals



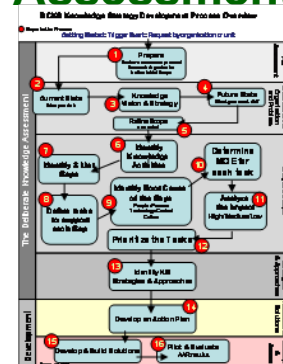
KM Advisors

Share what you know! Find what you need!

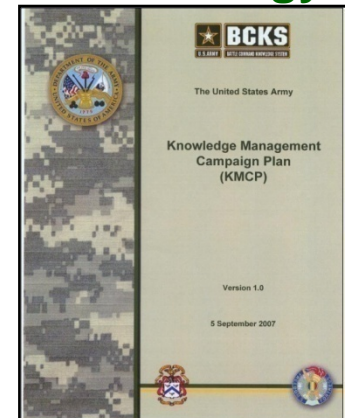
Warrior Knowledge Base Doctrine Support



Knowledge Assessment



KM Strategy



CALL provides Lessons Learned Expertise



Home of the Center for Army Lessons Learned



US ARMY COMBINED ARMS CENTER



Center for Army Lessons Learned

integrates Army Lessons Learned



Warrior-Focused Products

- Tactics, Techniques, & Procedures
- Handbooks
- Bulletins
- Initial Impression Reports
- Newsletters
- Training Techniques
- Training Videos
- CTC Tips for Success
- Special Studies

Armed Forces - Wide Reach / Reachback

- Lessons Learned Integration (L2I)
- Mobile Training Teams
- TODs and CAATs
- Product Push Packages
- Individual Observations
- Unit AAR Repository
- Lessons Learned Course

Knowledge Sharing

- Websites
 - Public
 - Restricted
 - Classified
- Down-Loadable Products
- Searchable Archives



CSI provides Historical Expertise



Flint Hall – Home of the Combat Studies Institute



Combat Studies Institute

provides military history research and historical support



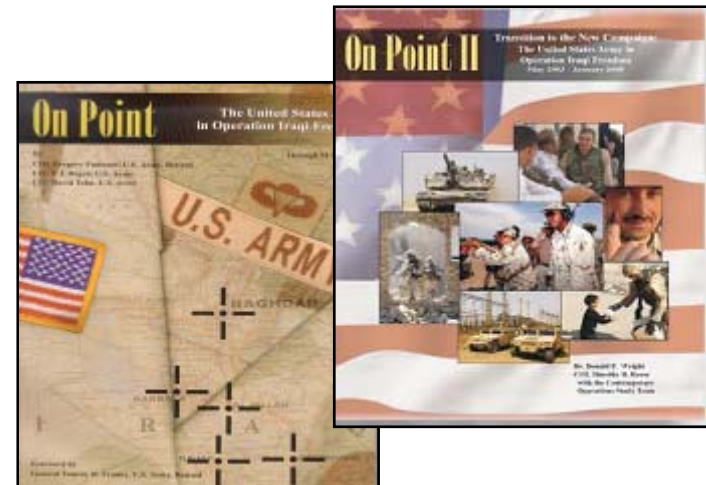
Battlefield Staff Rides



OIF Virtual Staff Ride



Targeted military history & instruction



Contemporary operational history



Military Review provides professional opinion



Home of Military Review



Military Review

promotes professional exchange of ideas about military affairs



Hispano-American
6,122 copies
Bi-monthly

Brazilian
1,786 copies
Bi-monthly

Arabic
2,099 copies
Quarterly

23
Countries



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CADD produces Army Doctrine



Muir Hall – Home of the Combined Arms Doctrine Directorate





Combined Arms Doctrine Directorate

develops Army doctrine



Doctrine Products

- Army
- Joint
- Inter-Service
- Multi-National

Services

- Aligns doctrine
- Represents Army
- Supports CTCs, CGSC
- Monitors other doctrinal efforts
- Develops concepts, TTP & Organizational Design





CAC-K Prioritized Core Products & Services

Products

1. Warfighting Doctrine
2. Handbooks & other OIL references
3. Concepts
4. Websites
5. Organizational Designs
6. Online Communities
7. Professional Journal (4xLanguages)
8. Focused Historical Studies
9. Contemporary Operational History
10. Live & Virtual Staff Rides
11. Repositories
12. Strategic Communications
13. Training POIs
14. Integrated Priorities

Services

1. Doctrine Development
2. Requests for Information
3. Content Management
4. Collection & Analysis Teams
5. Professional Military Education support
6. Facilitation & Collaboration
7. KM Proponent
8. Web conferences
9. Represent CAC/Army/DoD
10. Conferences & Symposiums
11. Expertise Location
12. Governance
13. Briefings
14. Foreign Language Translations
15. Knowledge Assessments
16. Staff Actions





CAC-K Prioritized Customers/Markets

1. **Operating Force Individuals & Units**
2. **Generating Force Individuals & Units**
3. **Senior Leader, Defense Official and Congress**
4. **Joint or Interagency Individuals or Organizations**
5. **Intergovernmental (treaty-based relationships – ABCA, NATO, UN)**
6. **Multinational**
7. **Public Affairs/Strategic Communications/Media**
8. **State & Local Government**
9. **Nongovernmental (Industry, Academia, NGOs)**
10. **General Public**





Some challenges faced by CAC-K

- Apprehension about change
- Little “maneuver space”
- Resource constrained
- More art than science
- Multiple stakeholders

These are common problems faced by many organizations.



Can we be more innovative?



Can we blend the old with the new?



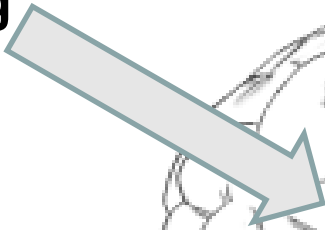
What capabilities should we preserve?



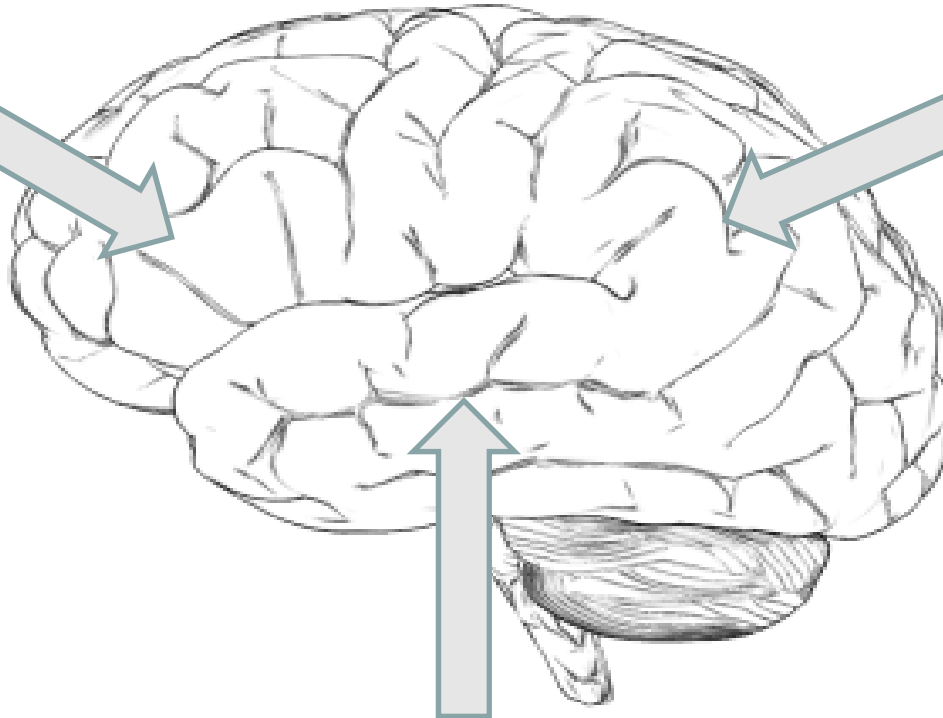
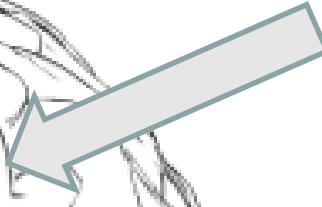
How CAC-K can operate.

CAC – K
“One Brain”

**Deep
Thinking**



**Quick
Response**



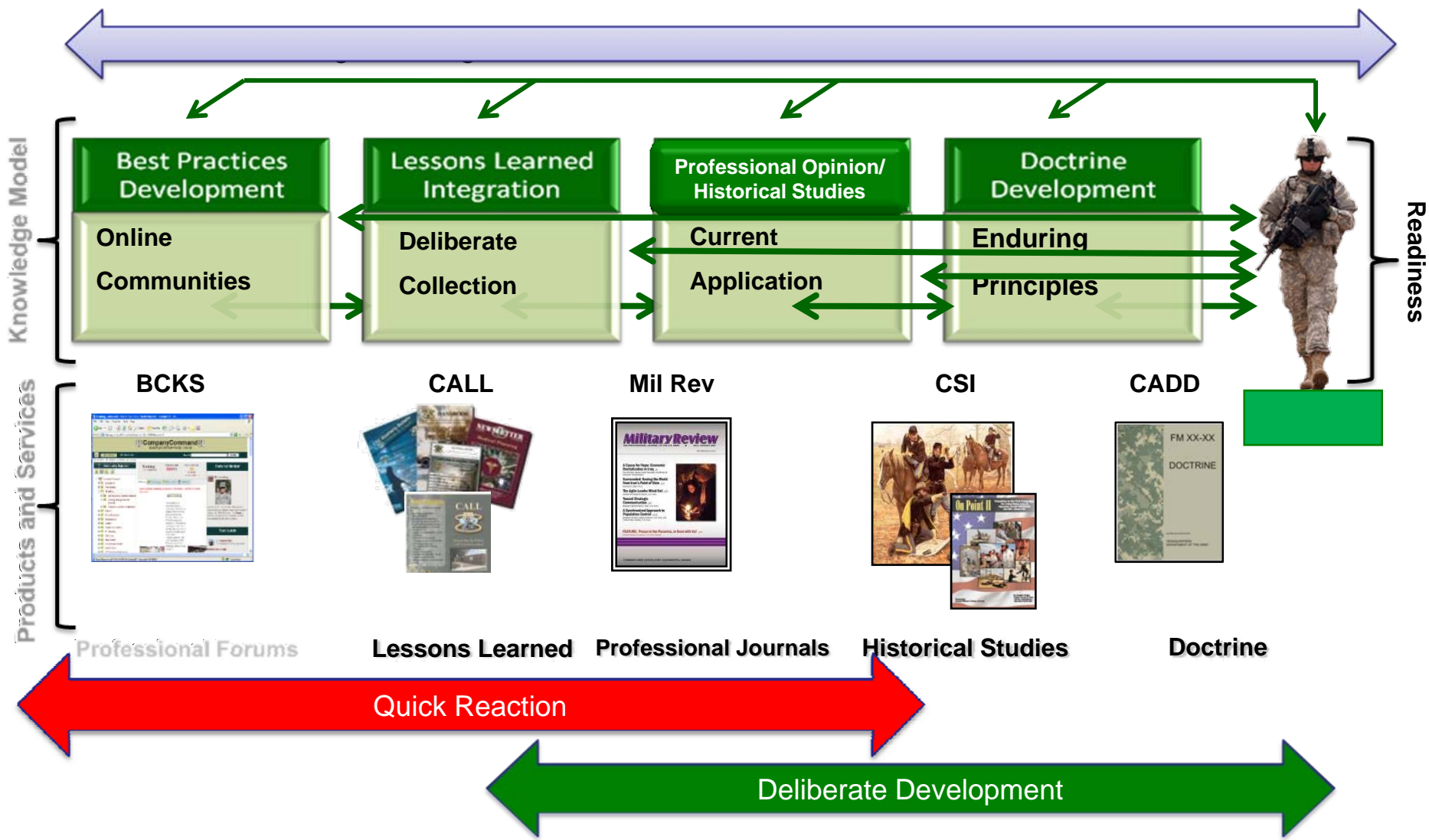
Memory





CAC – Knowledge Model

CAC-K creates, organizes, applies and transfers knowledge to enable the force.

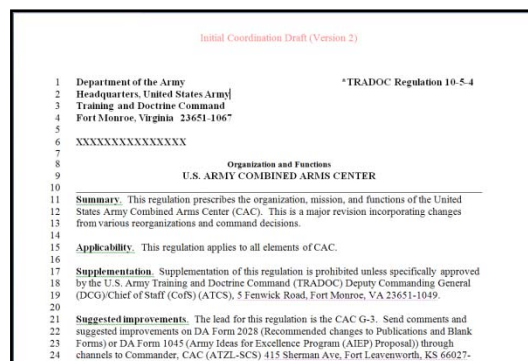


Do we really need to do this?

- Organizational Design Courses of Actions (COA)

- COA 1
- COA 2
- COA 3


- TRADOC Regulation 10-5-4



- Table of Distribution & Allowances (TDA)

Organizational Design (IOC & Objective)

CAC	TDA	Page	Bill	(PROPOSED)	TAM	FRAG	CAC	KNOWLEDGE	(CAC-2)	MOV/13						
											REQ	ACTN	DOC			
01	DOC CAC-1	80	00800	GS	Y	A	Y	1	1	1	32473100	URS	USOON	TSPO		
02	CSM	83	01187	MC	1	F	C	Y	1	1	86	0	32473100	URS	USOON	TSPO
03	PROG MGR	03	01701	MC	C	D	A	Y	1	1	1	32473100	URS	USOON	TSPO	
04	SECY (GA)	07	00318	GS	C	F	C	Y	1	1	1	32473100	URS	USOON	TSPO	
05	SUPPLY SPEC (CA/MO)	04	02008	GS	C	F	C	Y	1	0	0	32473100	URS	USOON	TSPO	
06	CPUS OFF	05	02400	MC	F	F	C	Y	1	1	1	32473100	URS	USOON	TSPO	
07	PLANS OFF	04	02400	MC	F	F	C	Y	1	0	0	32473100	URS	USOON	TSPO	
08	ACTION OFF (Doctrine)	13	00341	GS	C	F	C	Y	1	1	0	32473100	URS	USOON	TSPO	
09	ACTION OFF (Ops/Int)	12	00341	GS	C	F	C	Y	1	1	1	32473100	URS	USOON	TSPO	
10	ACTION OFF (Int)	11	00341	GS	C	F	C	Y	1	0	0	32473100	URS	USOON	TSPO	
11	TR/DA/TA/TH SPEC	11	00301	GS	C	F	C	Y	1	0	0	32473100	URS	USOON	TSPO	
12	STRATCOM SPEC	09	00301	GS	C	F	C	Y	1	0	0	32473100	URS	USOON	TSPO	
13	G-1 ADJUT OFFICER	02	01701	MC	C	D	A	Y	1	1	CT	0	32473100	URS	USOON	TSPO
14	ADJUT ASST	11	00341	GS	C	F	C	Y	1	0	0	32473100	URS	USOON	TSPO	
15	G-4 LOG & BUDGET	12	00341	GS	C	F	C	Y	1	1	1	32473100	URS	USOON	TSPO	
TOTAL FOR PAGE 111											15	9	6			



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Can CAC-K operate as a Team of Leaders?

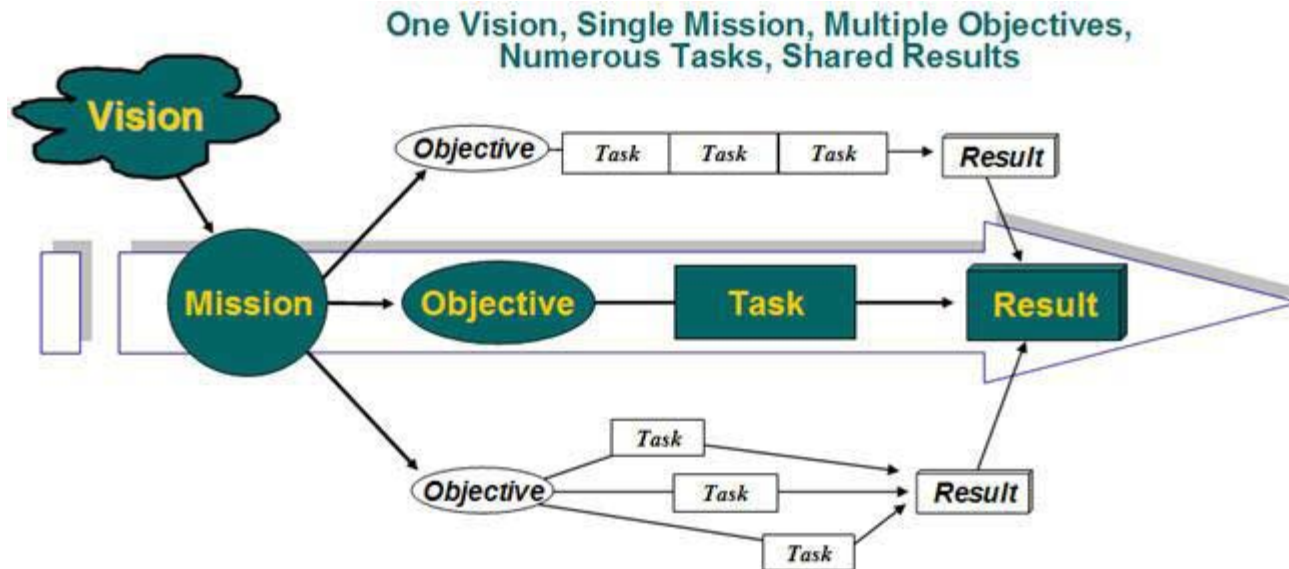


The ToL Handbook is a guide to move from “Typical” to “High Performing.”





How do we blend it all together?



Our focus should be Army readiness.



Can we adjust boundaries by sharing?

- Shared Vision
- Shared Trust
- Shared Competence
- Shared Confidence

We need to build a team, not an organization.

